

# The long journey of social media marketing in the fashion industry

From companies' strategies to consumer responses



# Rationale

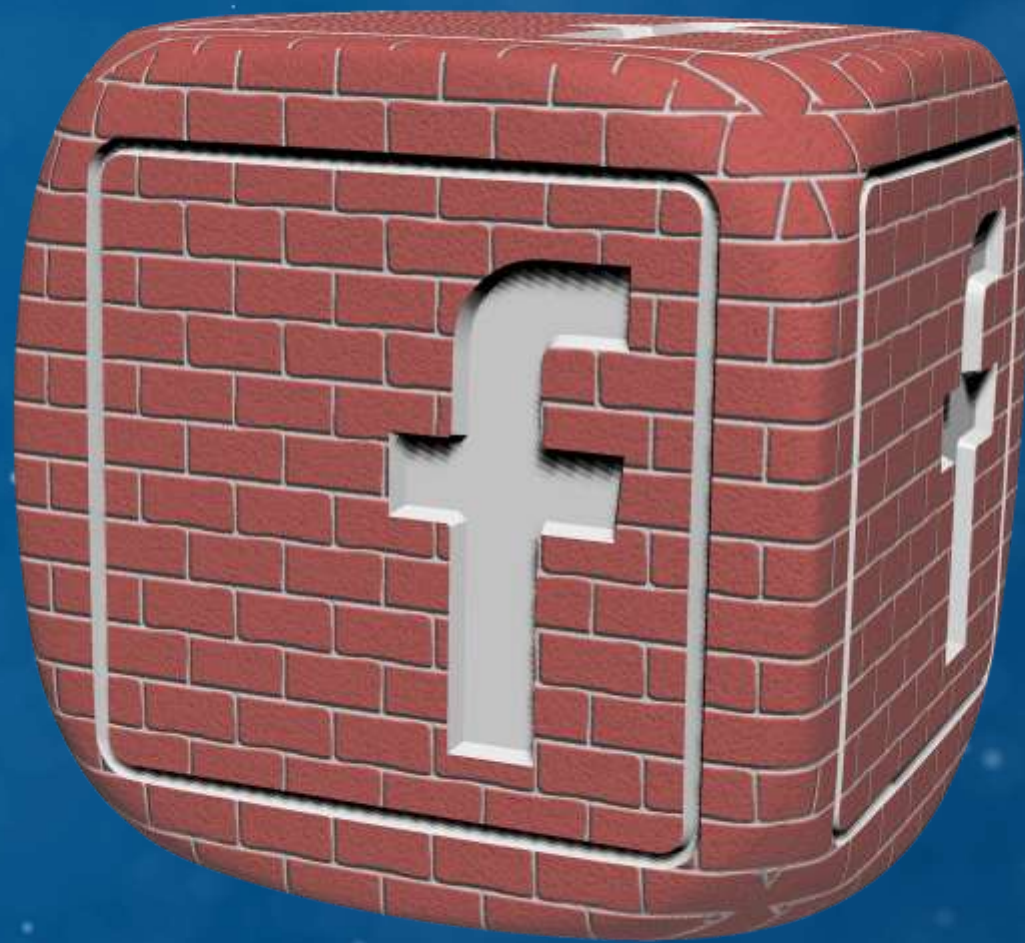


**...is a driver of transformation**



- Collaborative
  - Social
  - Co-creation
  - Exchanges
- 
- Personal
  - Individual















# The Journey: From companies to consumers



# Step 1. Understanding companies





# Defining the framework

## Baseline

- Industry reports
- Search keywords
  - *social media (and) marketing*
  - *social media (and) business.*
  - Additional searches include *adoption*
- Search engines (only peer-reviewed articles)
  - ISI Web of Science
  - Scopus
  - ScienceDirect
  - Google Scholar
- 147 research articles



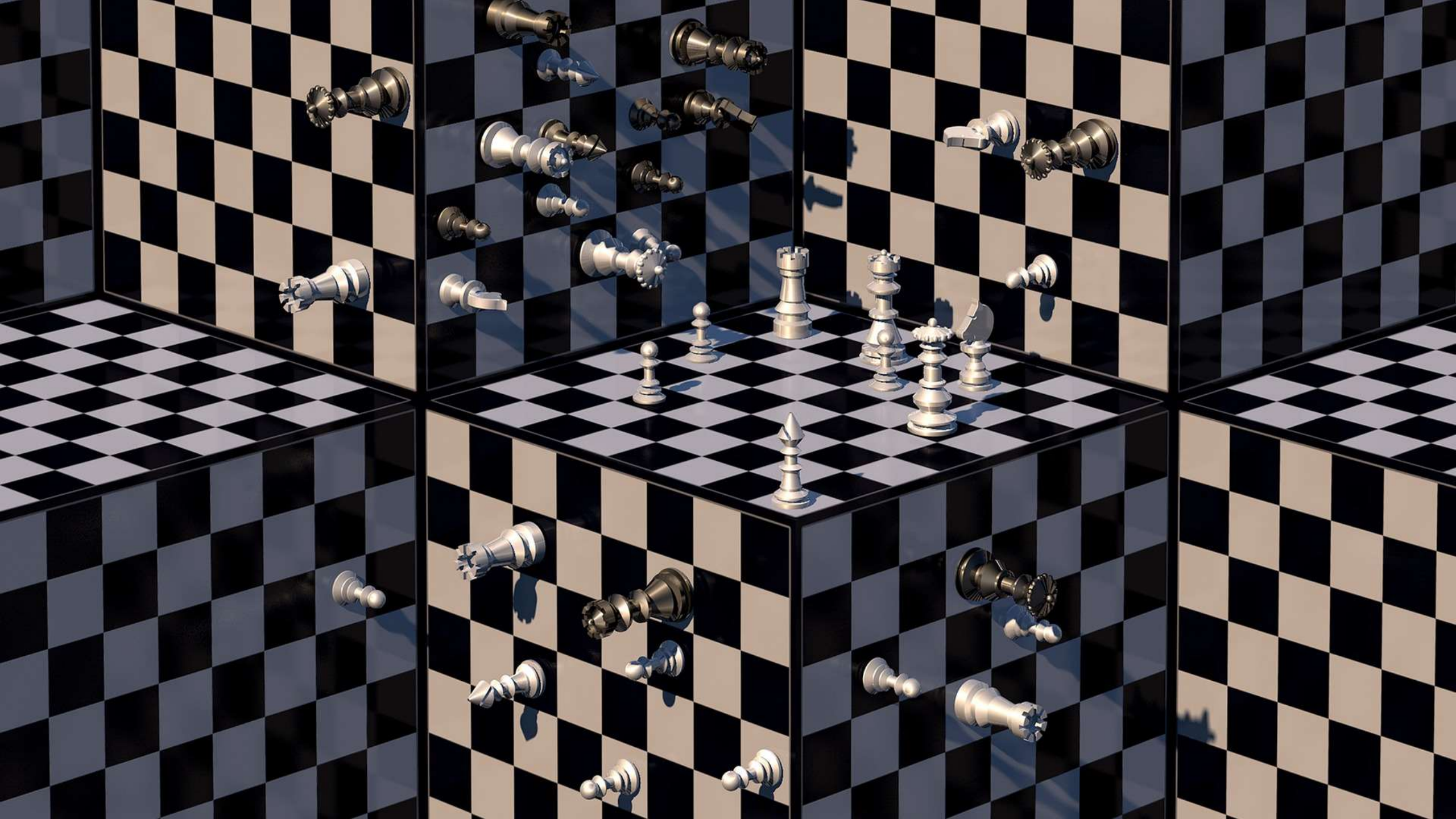
# Defining the framework

## Social media

*“A group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, allowing the creation and exchange of user generated contents.”*

### Objectives of social media as a marketing tool (eMarketer, 2010)

- Increasing brand awareness
- Generating word-of-mouth
- Developing brand loyalty
- Creating closer relationships with customers
- Managing customer service issues
- Educating media and public about company-related issues





# Defining the framework

## Refining

- Additional search keywords
  - *Strategy*
  - *Action*
  - *Activity*
  - *Tactic*
- 43 research articles



# Defining the framework

Conceptualization: Social Media Marketing Strategy (SMMS)

*“The integrated means and set of actions by which a company or organization expects to achieve its marketing objectives and meet the requirements of its target market through the use of social media tools.”*

*Adapted from Olson & Slater (2011)*

Consequently, global strategic decisions of the firm drive their SMMS

# Defining the framework: SMMS Actions

## Mergel (2013)

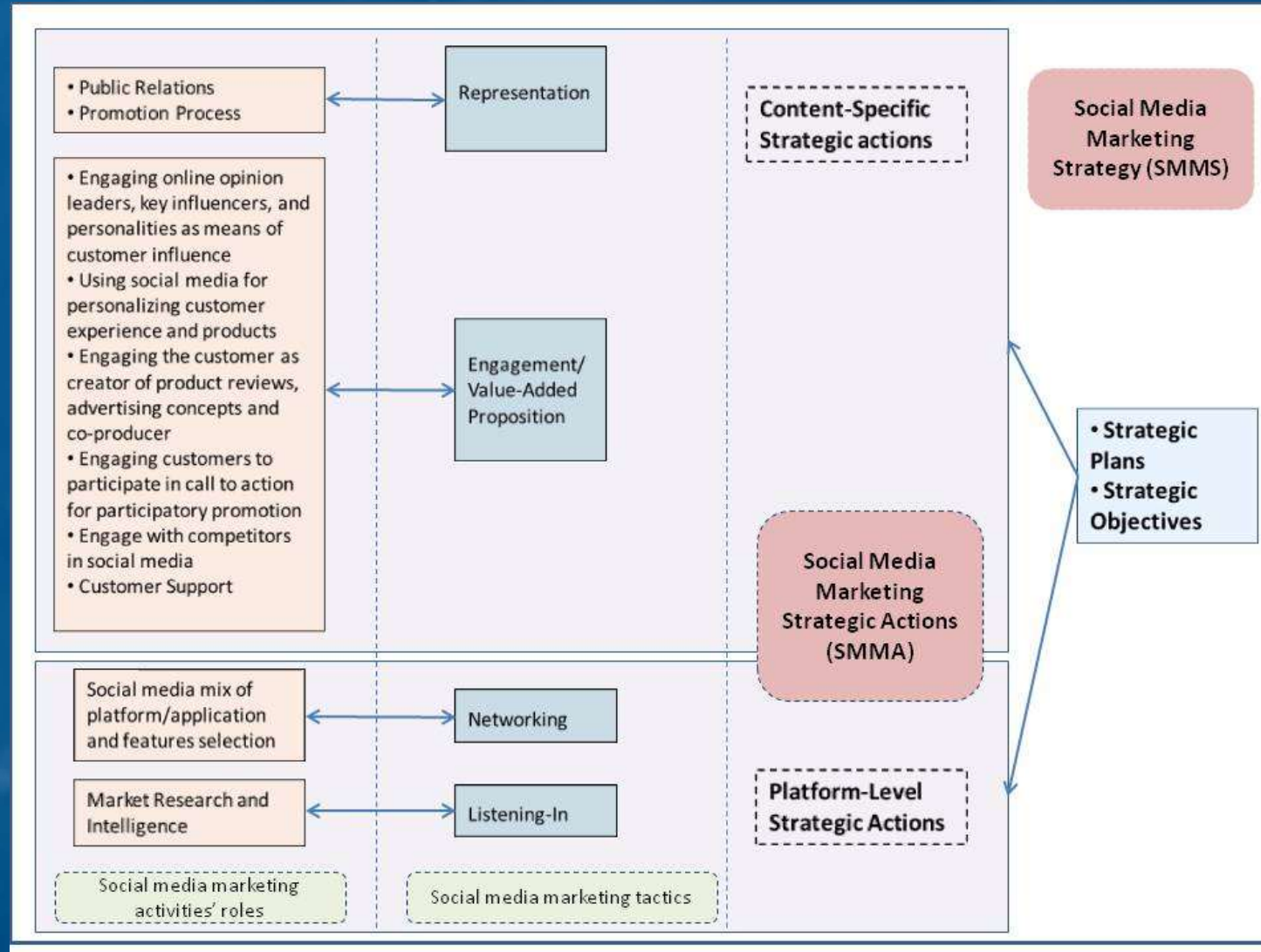
1. **Representation:** Representation of the agency on social media channels (“push”).
2. **Engagement:** Interaction between the audience and the agency (“pull”).
3. **Networking and “mingling”:** Measured voice and listening to the citizens (passive).

## Constantinides (2009, 2014)

1. Public relations and direct marketing tools.
2. Engaging personalities as a means to influence customers and as product/brand advocates.
3. Personalizing customer’s online experience and allowing product customization.
4. Engaging the customer in the co-creation and innovation process, as well as in product reviews or advertising concepts.
5. Listening-in.

# Defining the framework

## Initial proposal (Ananda et al., 2014)





# Defining the framework

## Initial proposal (Ananda et al., 2014)

1. Representation
  1. Public relations.
  2. Promotion and sales.
2. Engagement/value-added proposition
  1. Engaging online opinion leaders, key influencers, and personalities.
  2. Personalizing customer/user experience and product/service customization.
  3. Engaging customers in product/service development and innovation processes.
  4. Calls to action for participatory promotion.
  5. Interacting with competitors.
  6. Customer support.
  7. Engaging (with) suppliers and business partners.
3. Listening-in
  1. Market intelligence.

## Step 2. Analyzing companies



# Validating Ananda et al. (2014)

## Case studies (Ananda et al., 2015a)

- 2 Spanish SMEs (Non-luxury)
- Method:
  - Semi-structured interviews
    - CEO
    - Marketing/communication manager
  - FB content analysis (1 year)
    - Facebook Graph API (posts)



## Case studies (Ananda et al., 2015b)

- 2 Italian luxury fashion companies (SME & Large)
- Method:
  - FB/Twitter content analysis (3 months)
    - Fashionbi (FB/Twitter API)
  - Consumer responses (like, comment, share, retweet, reply)
  - Expanded to 6 companies in Ananda et al. (2017).
    - Luxury & Non-luxury





# Findings

## Ananda et al. (2015a)

- *Mostly pictures.*
- *Main objective: brand awareness.*
- *Predominant actions:*
  - *Medium brand: promotion and sales (e.g. link to online catalog).*
  - *Premium brand: public relations (e.g. offline social meetings and events).*
- *New actions found.*
- *Some actions not used.*



## Ananda et al. (2015b)

- *Main objective: branding.*
- *Predominant actions:*
  - *Large: product sneak-peeks, links to online shop and show live-streaming (Twitter).*
  - *SME: links to online shop, offline events and brand values and culture.*
- *Strong emphasis on “Made in Italy”*
- *Higher response from consumers to links to catalog.*



# Further findings

Drivers of SMM adoption in companies [[1](#), [2](#), [3](#), [4](#)].

[Perceived benefits of SMM.](#)

[Perceived risks of SMM.](#)

Representation  
(Transaction)



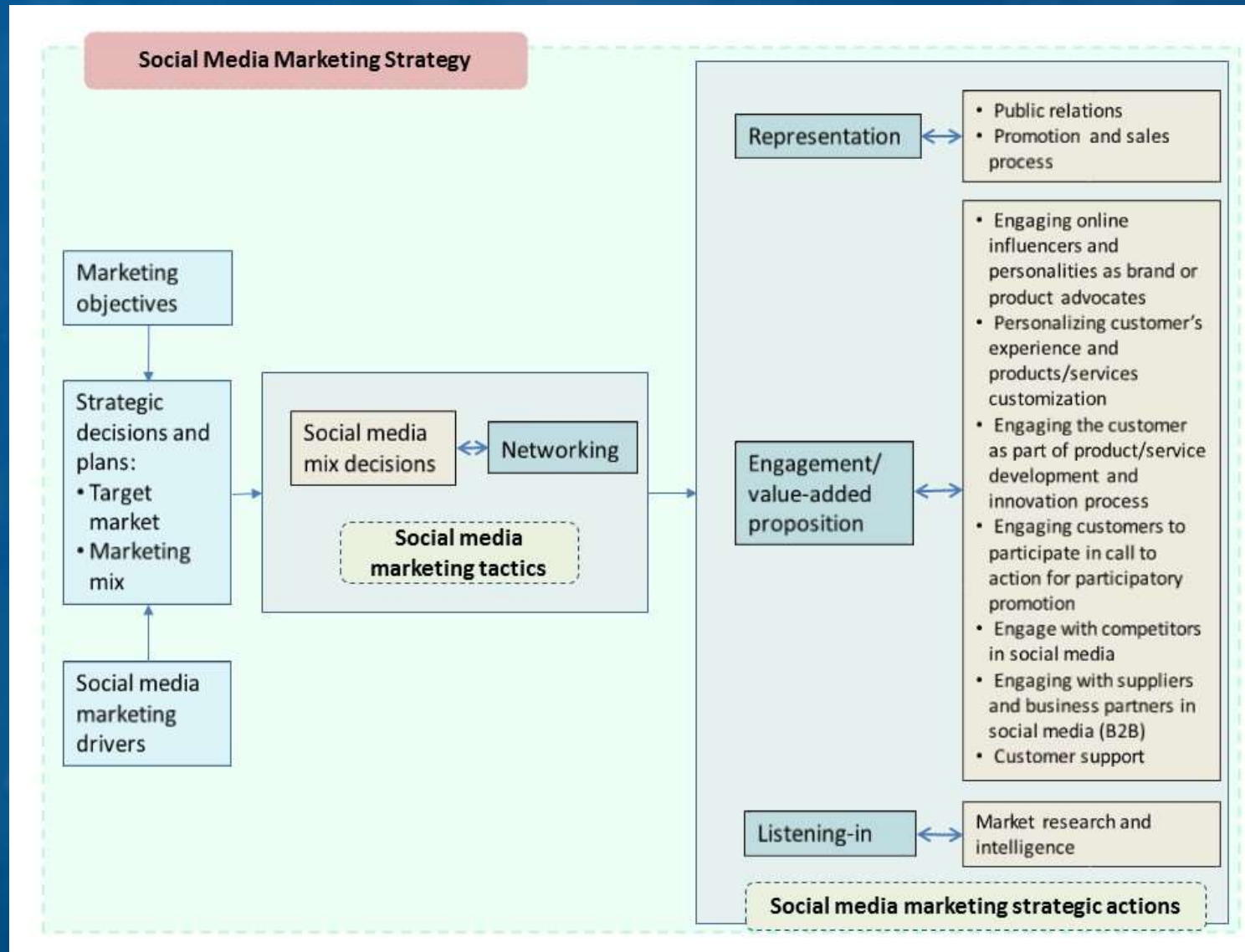
Engagement  
(Relationship)





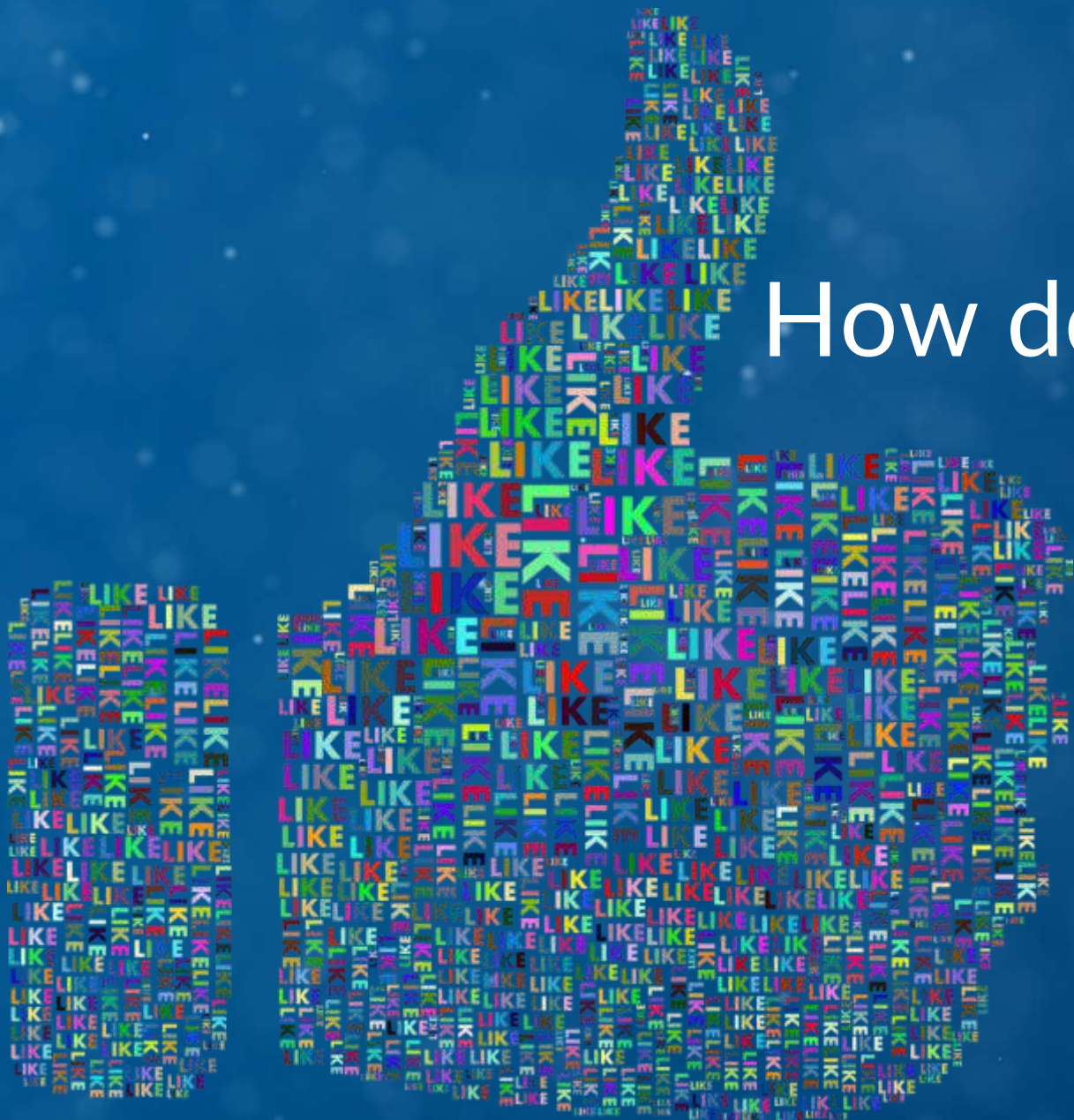
Are  
companies  
harnessing  
the  
potential of  
social  
media?

# The framework revisited: N-REL (Ananda et al., 2016)



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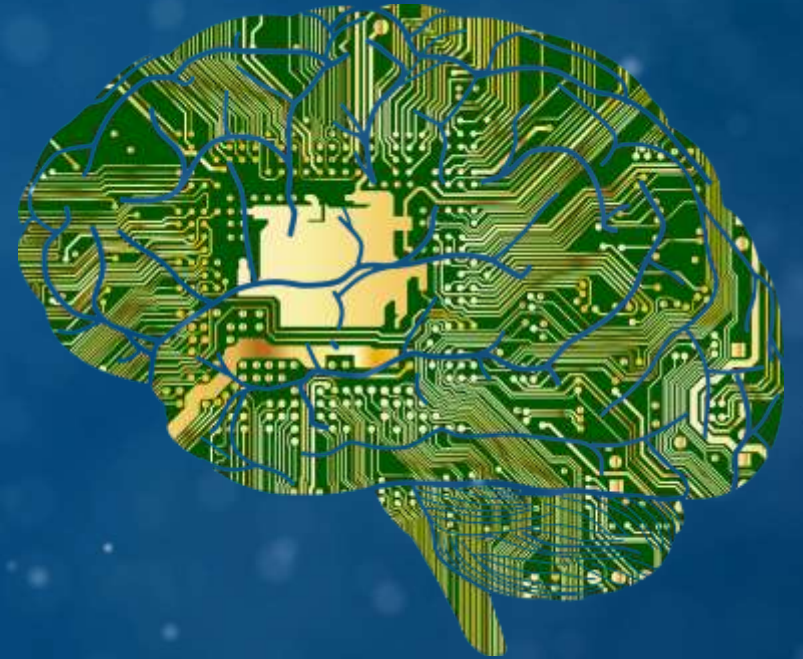




How do consumers respond?

# Study 1: Research question

*Does consumers' perception of the type and frequency of fashion brands' SMM activities match the observed type and frequency of said SMM activities?*





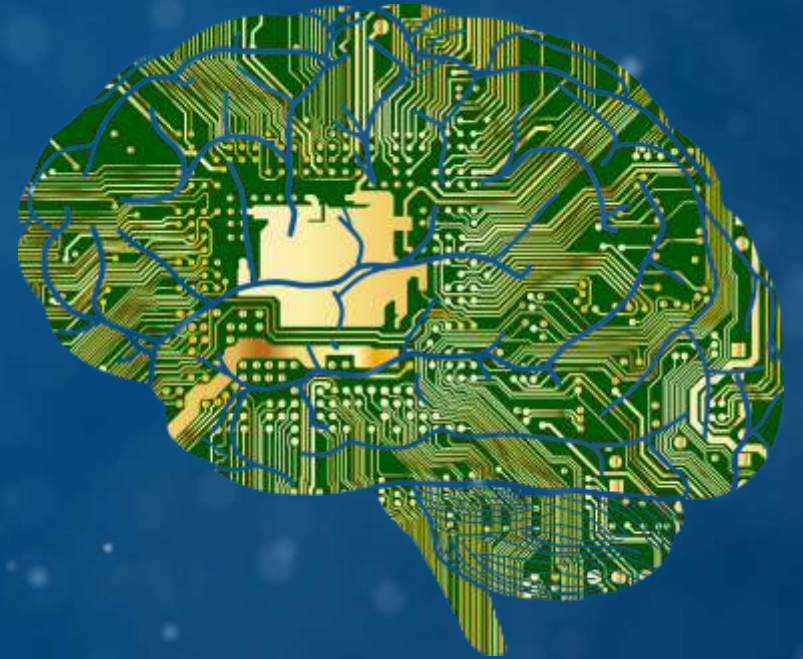
# Study 1: Consumer perceptual process

*“The perceptual process is the means by which individuals select, organize and interpret physical sensations –sight, hearing, smells– into a meaningful whole.”*

(Solomon and Rabolt, 2009)

Factors:

1. **Exposure to the stimulus (frequency/intensity).**
2. Attention the stimulus generates.
3. Interpretation of the stimulus by the individual.





# Study 1: Research design

- 36 SMM Actions from N-REL.
- Convenience sample.
- Members of at least one fashion brand's SM "official" community.
  - Indonesia, Spain, France, Italy.
- 2 questionnaires (Likert-7):
  - Text (Q1, N=45)
  - Examples (Q2, N=43)
- Comparison with company data (C).
- Correlation (Spearman's rho).

# Study 1: Results

Id	Action	Rank		
		(C)	(Q1)	(Q2)
4	Product promotion (e.g. pictures and videos of products)	2	1	2
2	Providing access/link to e-commerce/shop	1	2	3
5	Contents on brand's expertise, values, and culture	4	3	18
28	Upcoming product sneak-peeks	8	4	6
13	Providing exclusive campaign previews	10	4	10
32	Reporting or sharing events about product, offline stores, or other offline promotional events (e.g. live-streaming of fashion weeks)	3	6	10
14	Casual socialization and greetings contents	13	7	5
22	Publishing corporate contents on achievements, news, results, or success stories	13	8	23
8	Posting contents about personalities, celebrities, or influencers	5	9	4
21	Sharing/retweeting/liking personalities', celebrities' or influencers' (e.g. blogger's posts or endorsements)	12	10	17
1	Brand profile and corporate information	18	11	12
36	Offering free product or price-discount for customers on social media	16	12	1
20	Contents not directly related to the brand's field of expertise but are associated with brand's culture and value	7	13	15
17	Promoted-posts or ad banners	20	14	8
29	Customer appreciation (e.g. thanking customers for the purchases, feedbacks, or being members of the community)	19	15	12
26	Showcasing customers' positive reviews about the brands	24*	16	20
34	Answering customers' inquiries about brand and its products	24*	16	23
15	Encouraging and engaging customers to share their brand-experiences in social media	11	18	12
31	Applications related to a special event or theme (e.g. games)	21	19	20
23	Responding to customers' complaints	24*	20	28
9	Inviting customer to offline social gathering events	6	21	30
12	Product giveaway promotions or contests (encouraging winners to share their experiences on social media)	13	23	7
6	Location-specific deals (e.g. through "check-ins" or other location-sharing applications)	24*	24	21
35	Encouraging regular customers to participate in the review process	24*	24	25
18	Following/joining competitor's social media account	24*	24	34
10	Addressing issues raised by customers about products or services	24*	25	20
30	Retailers'/business partners' news or activity contents	9	26	16
16	Applications to allow mass product/experience customization	24*	27	29
3	Polling or posting questions to get customer feedback	24*	28	25
19	Providing a specific Q&A session or applications about the brand and its products	24*	28	27
24	Inviting positive reviewers to become brand advocates/ambassadors	24*	30	34
7	Publishing customers' purchases to encourage others	17	31	9
27	Engaging customers to participate in CSR campaign	24*	32	31
25	Crowdsourcing tactic in gathering ideas for product design or companies' profile	21	33	35
33	Apologies to customers	24*	35	18
11	Sharing competitors' social media contents	23	36	36

- $r_s=0.702$  ( $p<0.01$ ) (C-Q1)
- $r_s=0.654$  ( $p<0.01$ ) (C-Q2)
- $r_s=0.700$  ( $p<0.01$ ) (Q1-Q2)
  - $r=0.759$ .
  - Mann-Whitney's U (27 similar).
- High differences in:
  - Brand's expertise.
  - Publishing purchases.
  - Brand achievements.
  - Apologies to customers.

# Study 1: Findings

- Higher exposure to social shopping activities (product promotion, links to online shop).
- Consumers are mostly aware of representation actions, but not engagement actions.
  - Important implication: fashion brands may be missing an opportunity to reach a wider audience, by favoring fashion involvement over brand engagement.
- Six actions that rank consistently high are potential indicators to measure SMM activities.
- The results suggest the removal of the seventeen items that are rare/infrequent from both brand and consumer perspectives.



# Study 2: Research questions

1. *Which SMM actions are perceived by Indonesian fashion consumers as most frequently used by fashion brands?*
2. *Which SMM actions by fashion brands drive the most eWoM engagement in Indonesian fashion consumers in terms of (a) pass-on, (b) endorsement, and (c) overall eWoM engagement?*
3. *What is the relation between Indonesian fashion consumers' perceived frequency of fashion brands' SMM actions and their eWoM engagement behaviors?*



# Study 2: Why Indonesia?

1. Convenience.
2. Test N-REL in a different setting.
  - Companies are using social media as sales channels (e.g. direct sales via Instagram).
3. Low Internet penetration rate (34%) but quickly embracing SM (79M active users, 80% of them using mobile devices). 4<sup>th</sup> largest FB user base in the world.
4. *Nongkrong* (“hanging-out”) fits with the idea of eWOM engagement.



# Study 2: Basic (new) concepts

- Social media consumer response:
  - *“The behavioral dimension of consumer brand engagement that occurs as a consequence of social media brand community interactions and manifests as a behavioral response to a post.”*
- WoM:
  - “Any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet.”
  - SNS facilitate eWOM.
- Two SM eWOM engagement behaviors:
  - ‘Pass-on’ or ‘recommendation’ behavior (*sharing* a post in Facebook or a video in YouTube, *retweeting*, or *re-posting* in a blog, etc.).
  - ‘Endorsing’ behavior (*liking* a FB post, a ‘gram’, a YouTube video, *faving* a tweet, *pinning*, etc.).



# Study 2: Research design

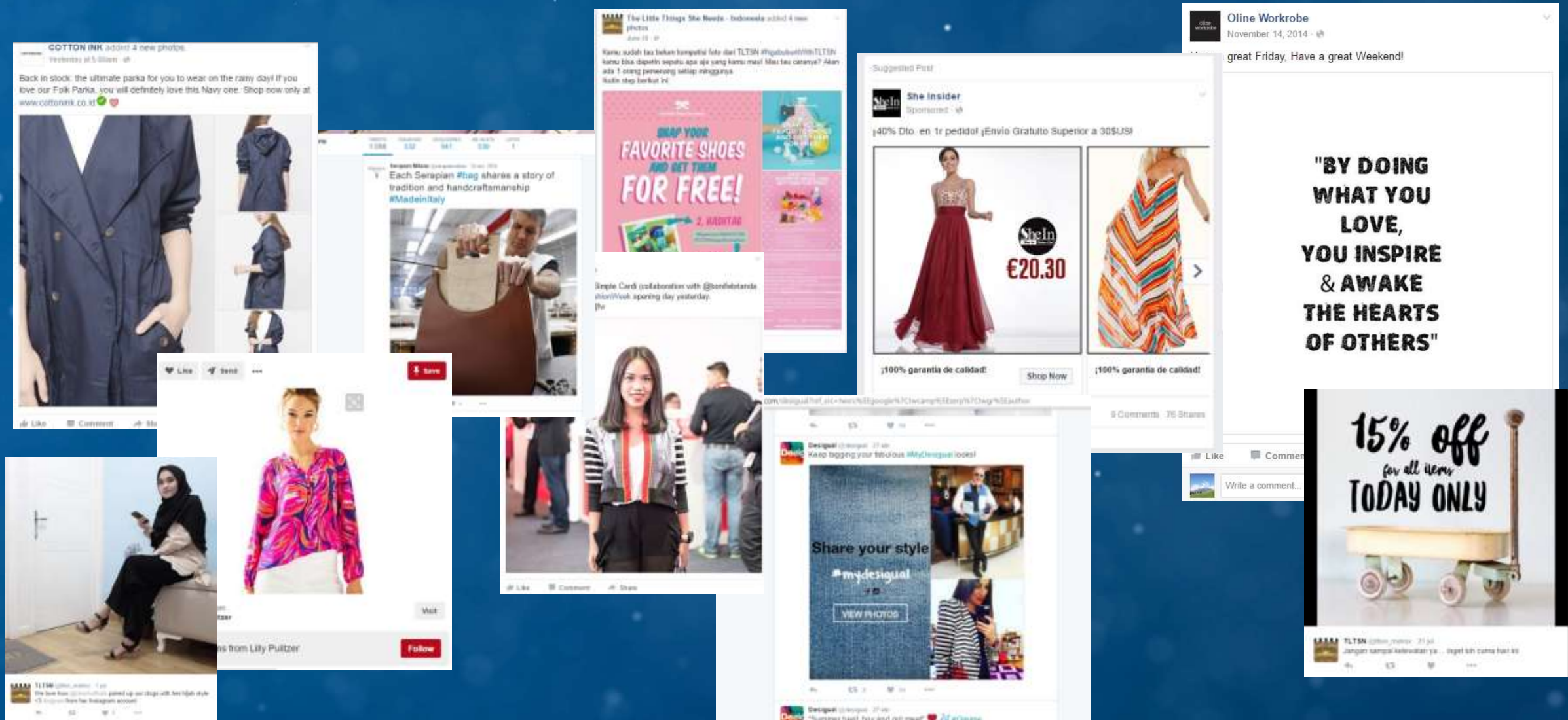
- 19 (6+13) SMM Actions from N-REL.
- Self-administered questionnaire (3<sup>rd</sup> party, N=250, N<sub>valid</sub>=241)
- Random stratified sampling method.
- Member of any SM fashion brand community.
- Real examples as stimuli.
- Measures:
  - Perceived frequency: Likert-7
  - Likelihood to have a pass-on (sharing/retweeting/reposting) or endorsing (liking/favoriting/pinning) and aggregate (any) response.
- Point-biserial correlation and Mann-Whitney U-test.

# Study 2: Research design

Type of action	Highly recommended	Code	Require further testing	Code
Representation	Providing access to the brands' e-commerce/e-shop site	SMMA1	Providing contents on brand's expertise, values, and culture	SMMA7
	Providing product promotion contents (e.g. picture or videos about products)	SMMA2	Publishing customers' purchases (to encourage others)	SMMA8
	Providing upcoming product sneak-peeks	SMMA3	Publishing casual socialization contents (e.g. greetings)	SMMA9
	Providing exclusive campaign previews	SMMA4	Publishing promoted-posts or ad-banners	SMMA10
	Reporting or sharing posts of product launch, offline stores, or other offline promotional events (e.g. live-streaming of fashion weeks)	SMMA5	Providing contents associated with brand's culture and values not directly related to the brand's field of expertise	SMMA11
			Showcasing brand achievements, results, innovation, news, or success stories	SMMA12
			Customer appreciation (e.g. thanking customers for the purchases)	SMMA13
			Sharing activities and news of retailers/business partners	SMMA14
			Posting contents about brand profile and corporate information	SMMA15
			Offering free products or price discounts	SMMA16

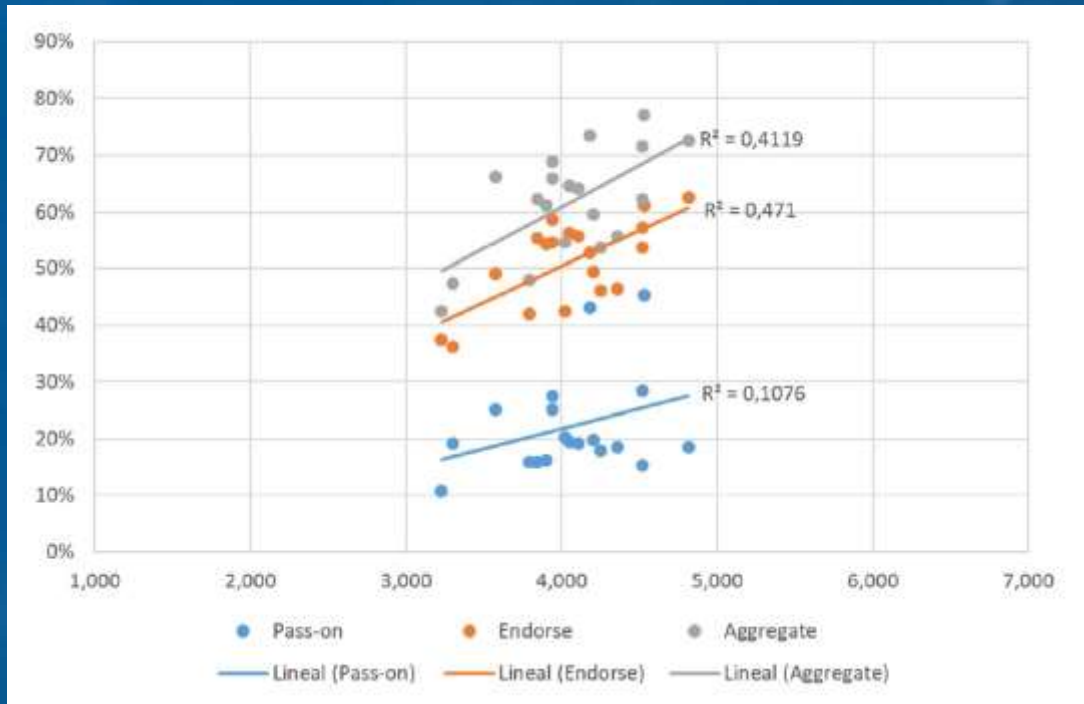
Type of action	Highly recommended	Code	Require further testing	Code
Engagement	Posting contents about personalities (e.g. celebrities) or influencers	SMMA6	Encouraging customers to share their brand experiences	SMMA17
			Sharing personalities' or influencers' posts and endorsements about the brand and its product	SMMA18
			Giveaway promotions or contests (encouraging winners to share their experiences on social media)	SMMA19

# Study 2: Research design





# Study 2: Results



SMM action	Frequency scale (average)	Pass-on			Endorse			Aggregate eWoM		
		%	$r_{pb}$	U-test	%	$r_{pb}$	U-test	%	$r_{pb}$	U-test
SMMA1	4.813	19%	.083	0.31	63%	.118*	0.36	73%	.112*	0.36
SMMA16	4.531	45%	.287**	0.89*	61%	.234**	0.74*	77%	.251**	1.54*
SMMA9	4.523	29%	.177**	0.63*	57%	.119*	0.39	71%	.132*	0.47
SMMA2	4.515	15%	.135*	0.57*	54%	.189**	0.57*	62%	.268**	0.84*
SMMA10	4.361	19%	.077	0.29	46%	.132*	0.39	56%	.105	0.31
SMMA18	4.257	18%	.167**	0.67*	46%	.093	0.29	54%	.117*	0.37
SMMA8	4.199	20%	.165**	0.64*	49%	.185**	0.57*	60%	.189**	0.59*
SMMA19	4.178	43%	.310**	0.92*	53%	.154**	0.45*	73%	.297**	0.99*
SMMA6	4.104	19%	.189**	0.76*	56%	.287**	0.91*	64%	.313**	1.03*
SMMA3	4.041	20%	.169**	0.61*	56%	.207**	0.60*	65%	.240**	0.71*
SMMA17	4.025	20%	.244**	0.89*	42%	0.06	0.18	55%	.163**	0.48*
SMMA12	3.942	27%	.261**	0.85*	55%	.239**	0.70*	66%	.284**	0.87*
SMMA11	3.934	25%	.236**	0.79*	59%	.227**	0.67*	69%	.270**	0.85*
SMMA4	3.905	16%	.280**	1.13*	54%	.307**	0.91*	61%	.324**	0.98*
SMMA13	3.842	16%	.230**	0.94*	55%	.180**	0.53*	62%	.194**	0.60*
SMMA14	3.788	16%	.196**	0.78*	42%	.199**	0.59*	48%	.209**	0.60*
SMMA7	3.577	25%	.275**	0.90*	49%	.105	0.30	66%	.277**	0.84*
SMMA15	3.303	19%	.325**	1.23*	36%	.286**	0.89*	47%	.380**	1.14*
SMMA5	3.232	11%	.279**	1.33*	37%	.255**	0.78*	42%	.262**	0.79*

\*Significant at  $p < 0.05$

\*\*Significant at  $p < 0.01$

# Study 2: Findings (I)

- Representation actions perceived as more frequent than engagement.
- Pass-on engagement (avg. 22%)
  - >40%: “free products/price discounts”, “giveaway contests”.
- Endorsement engagement (avg. 51%)
  - >60%: “access to e-commerce site/e-shop”, “free products/price discounts”.
- Aggregate eWOM engagement (avg. 62%)
  - >70%: “free products/price discounts”, “giveaway contests”, “access to online shop”, “casual socialization contents”.
  - Contents about the brand (expertise, values, culture, achievements) >66%.

# Study 2: Findings (II)

- Positive but moderate/low correlations between perceived frequency and eWOM engagement.
- Variance explained by perceived frequency:
  - 41% of aggregate.
  - 47% of endorsement.
  - Only nearly 11% of pass-on.
- Top actions (as perceived by consumers):
  1. Access to e-commerce/e-shop site.
  2. Free products/price discounts.
  3. Casual socialization.
  4. Product promotion.



## Study 2: Findings (III)

- Pass-on engagement relates not to frequency, but to specific types of action (cognitive-inducing, i.e. information).
- Socialization, brand stories and images around the community generate eWOM (part of shared rituals and traditions).
- Pass-on and endorsement are different in nature and purpose.
  - Is pass-on stronger? (boundary trespassing).
  - Cognitive vs Affective.

# Study 2: Findings (IV)

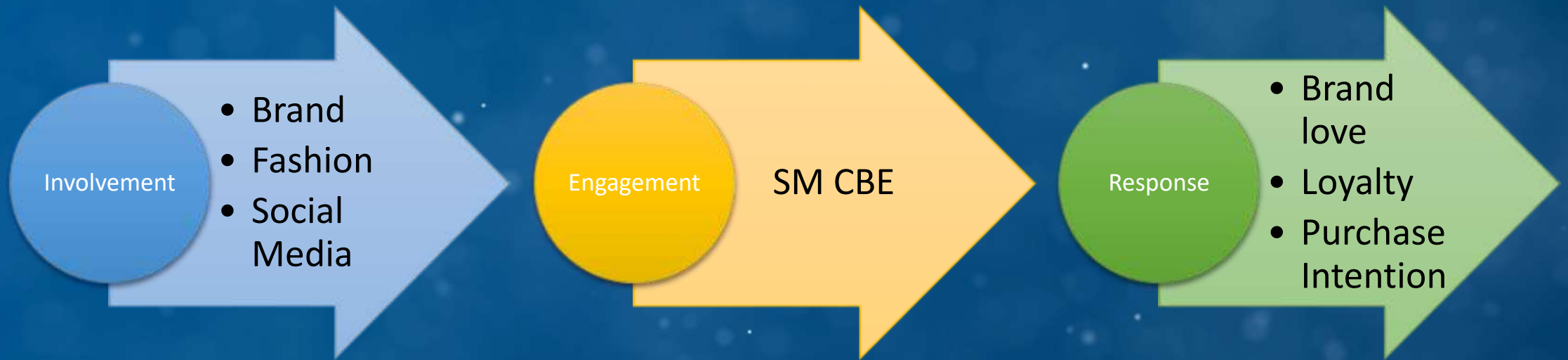
- Two ways to enhance engagement:
  - Increase reach by enhancing cognitive-inducing actions (e.g. pre-purchase information).
  - Improve focus on brand and fostering sense of community by leveraging frequency.
    - Creation of loyalty and brand love.
    - Creation of friendly atmosphere.

# Study 2: Limitations and further research

- Interpretation.
- Individual characteristics.
- Role of involvement.
- Investigate *if* and *how* eWoM engagement in SM translates to other behaviors.



# Ongoing research



# Related publications

- Ananda, A. S., Hernández-García, Á., & Lamberti, L. (under review). Generation of eWoM engagement from fashion brands' social media marketing actions: A stimulus-perceptual-response view. *Asian Journal of Communication*.
- Ananda, A. S., Hernández-García, Á., & Lamberti, L. (accepted for publication). SME fashion brands and social media marketing: From strategies to actions. *International Journal of Web Based Communities*.
- Ananda, A. S., Hernández-García, Á., & Lamberti, L. (2016). N-REL: A comprehensive framework of social media marketing strategic actions for marketing organizations. *Journal of Innovation & Knowledge*, 1(3), 170-180.
- Ananda, A. S., Hernández-García, Á., & Lamberti, L. (2016). Fashion brands, social media and consumers' exposure to marketing messages. In: *5th International Conference on Strategic Innovative Marketing (ICSIM 2016)*. Athens, Greece, September 23-26, 2016.
- Ananda, A. S., Hernández-García, Á., & Lamberti, L. (2015). Fashion in Actions on Social Media – Spanish SME Fashion Brands Case Studies. In: *2nd European Conference on Social Media (ECSM 2015)*. Porto, Portugal, 9-10 July 2015
- Ananda, A. S., Lamberti, L., & Hernández-García, Á. (2015). Social Media Marketing Strategy – A Case Study of an Italian SME Fashion Brand. In: *2nd Annual EDIM PhD Conference on Management Engineering*. Milan, Italy, 10-12 June, 2015
- Ananda, A. S., Hernández-García, A. & Lamberti, L. (2015). Social Media Marketing in Italian Luxury Fashion. In: *5th Annual International Workshop on Luxury Retail, Operations and Supply Chain Management*, Milan, Italy, 25-27 May, 2015.
- Ananda, A. S., Hernández-García, Á., & Lamberti, L. (2014, June). RENL: A framework for social media marketing strategy. In: *1st Annual EDIM PhD Conference*. Milan, Italy (pp. 11-12).



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